Federal Aviation Administration (FAA) Academy
Performance Work Statement

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BACKGROUND

FAA training center was originally established as the Management Training School (MTS) in Lawton, Oklahoma, and has been in existence since 1971. MTS relocated in 1987 to Palm Coast, Florida and was renamed the Center for Management Development (CMD) and then changed to FAA Center for Management and Executive Leadership (CMEL) in 2005. Currently, CMEL operates as a unit of the FAA Academy in Oklahoma City. Additional information about the Center can be found at http://www.cmel.faa.gov/.

The Center's principal mission is to support the FAA's continuing efforts to ensure a safe; more efficiently managed National Airspace System. Toward this end, it provides a quality-learning environment in which managers, executives, and other personnel develop a better understanding of their leadership responsibilities and the skills needed to achieve the agency's operational and organizational goals. CMEL annually provides over 93,000 hours of instructor-led training to more than 2000 FAA managers and hosts a range of team building sessions, conferences, and meetings. In addition to its core program, CMEL also works with FAA organizations and other government agencies under fee-for-service arrangements to develop customized training and development.

The FAA leases the Palm Coast facility from Embry-Riddle Aeronautical University (ERAU), who also provides facility support services including lodging, front-desk registration, housekeeping, maintenance, security, and food services. These services will continue to be provided by ERAU and are not within the scope of work.

CMEL CURRICULUM

CMEL's core curriculum supporting FAA Office of Human Resource Development consists of a range of deliveries from comprehensive training for newly appointed managers to courses focusing on a single subject area. The curriculum is keyed to the agency's Managerial Success Profile (MSP), which is provided as Appendix F. Courses vary in length from one to ten days and may be scheduled on a regular basis or offered based on FAA agency demands. Given the range and diversity of FAA's management population, CMEL's curriculum must include the span of basic supervisory training to senior management training. Although CMEL's curriculum has traditionally emphasized interpersonal relations and leadership skills, increasing attention is being paid to management science and business management subjects. Over the performance period, some core curriculum requirements may be tasked for conversion to Computer Based Instruction (CBI) and instructor mediated distance learning (e.g., webinars) deliveries. The core curriculum will require course updates and maintenance to reflect changing policies and currency of information. Management systems and strategic priorities identified for FAA human resource development may result in redesign, design or development requirements. However, additions to the core curriculum are generally not more than 2-3 per year. The full CMEL Course Catalog with course descriptions is posted at http://www.cmel.faa.gov/COURSEDE/CI-crs.htm.

CMEL's curriculum and training support is also available to other organizations within the agency, and all public sector and aviation related entities. The curriculum is often customized using current course materials to meet specific training objectives, although curriculum design/development may be required.

Paragraph 1.1   Scope of Work.
FAA requires the contract services to provide instructional design, instructional deliveries, and related support for management and leadership training. This includes supporting CMEL conferences, meetings, and related activities. The Performance Work Statement Appendices describe typical tasks (Appendix A), and provide position descriptions (Appendix B), projected workload (Appendix C), quality deficiency report (Appendix D), the sample task request (Appendix E) and the Managerial Success Profile (Appendix F). These Appendices are based on operational history. The FAA shall not be bound by, nor does it assume any obligation to order based on Appendix C, workload projections. The workload provided in Appendix C of this PWS give the estimated deliveries for instructional services, and related level of operational support including conferences and workshops.
Note: Actual requirements for performance described herein will be tasked based upon agency funding, demand, and training priorities. *The FAA reserves the right to design, develop, and conduct courses, seminars, conferences,*

and meetings with government personnel or through third parties under separate contract. Therefore, the Contractor will not have exclusive rights to provide all services required to support CMEL.

Paragraph 1.2   General Requirements.
The services to be acquired under this contract fall into 3 main categories:

1.2.1   Program Management, Administration and Operational Support: This performance includes program management and contract administration, supervision of contract personnel, training registration, evaluation assessment, health awareness and wellness consultation, publications, information technology (IT) support, library services, logistic services, conference support and clerical support as necessary to meet performance and delivery requirements. The Operational services shall include support for all CMEL training, development and conferences, which may include third party course deliveries, and field locations.

1.2.2   Instructional Services: This performance includes but is not limited to course update and maintenance, preparation, instructional or facilitator delivery. Examples of courseware updates and maintenance include: replacing outdated policy with current policy; adding another skill practice similar to an existing one; switching out a job aid, altering language in response to a court case like the Ryan decision. Course update and maintenance is specifically defined in the PWS definitions. Instructor proficiencies are required for subject matter that is unique to the customer.

1.2.3 Instructional Design, Development, or Redesign: Requires performance of services to develop design/redesign new products which flow from customer requirements that identify new objectives or substantial change to existing instructional objectives. The changes have affect at the main (Highest level) of instructional objectives as they appear on the course description. Course design, development and redesign is defined in the PWS definitions.

Paragraph 1.3   Abbreviations.
The abbreviations and definitions in this section shall apply wherever addressed in this performance work statement.

AITS   Automated Inventory Tracking System
CAI   Computer-Assisted Instruction
CBI   Computer-Based Instruction
CDRL   Contract Data Requirements List
CMEL   Center for Management and Executive Leadership
CO   Contracting Officer
COTR   Contracting Officer's Technical Representative
DOT   U.S. Department of Transportation
FAA   Federal Aviation Administration
HRPM   Human Resource Policy Manual
ISD   Instructional System Design
MLS   Modern Language Association
MARC   Machine Readable Cataloging
NCACS   North Central Association of Colleges and Schools
PMR   Program Management Review
PWS   Performance Work Statement
QDR   Quality Deficiency Report
SAM   Stand Alone Module

Paragraph 1.4   Tasked Services.
During the period of performance, CMEL will define specific requirements through Contract Orders issued under the general provisions and pricing arrangements of the Contract. Contract Delivery Orders shall set forth in writing identifying the services to be performed and payment arrangements. Tasks will be coordinated between the COTR

and the Contractor to provide specific training deliverables, and/or related support services, performance milestones to meet the operational schedule, and funding arrangements. Within 7 calendar days the contractor shall respond to the tasking with the approach to satisfactorily perform the requirement and establish the Not-to-Exceed (NTE) price (when applicable to the pricing arrangement for the Contract Line Item Number). However, as workload elements are subject to change, AMA-3 may require new tasks and/or subtasks, or modifications to existing tasks. When tasks are outside the general scope of the PWS descriptions, negotiations and mutual agreement will be required between the contractor and the FAA CO to address the change in requirements with the corresponding documentation and agreement evidenced by contract modification.

Paragraph 1.5 Supervision of Contract Employees.
This acquisition is not developed to be administered or performed as a personal services contract. Accordingly, the contractor shall designate appropriate and sufficient supervisory personnel to meet performance requirements as tasked. Contract supervisors will provide day-to-day on-site supervision of all contract personnel including, but not limited to, labor distribution, security screening, work assignments, conduct, performance/delivery, quality and professional development. At no time will contractor personnel be supervised or tasked by FAA managers, or any FAA personnel. The FAA through the assigned COTR, may provide to the contractor limited assistance when associated with FAA policy and CMEL practices.

TIME AND LOCATION OF WORK

Paragraph 2.1   Location of Work.
All work performed under this contract shall be performed at the following location, with exception of field delivery specifically tasked when required.

Center for Management and Executive Leadership (CMEL)
4500 Palm Coast Parkway, S.E.
Palm Coast, Florida 32137

Paragraph 2.2   Normal Hours of Operations.
Normal operations will generally occur between the hours of 8:00 a.m. and 5:00 p.m. local time, during regular workdays of the week, Monday through Friday. However, availability may be required outside of these days/hours and are subject to change based on the FAA's operational needs.

Paragraph 2.3   After Hours Access to CMEL Buildings.
With the exception of scheduled evening shift instructional operations, which may occur during the life of this contract, contract personnel shall need authorization from the CO, or the COTR in advance and will be required to sign-in at the front desk, to gain access to CMEL buildings outside the normal hours of operations. This requirement applies to the hours between 6:00 p.m. and 6:00 a.m. each day, all hours on weekends or holidays, and anytime CMEL is otherwise closed.

Paragraph 2.4   Parking, Safety and Traffic Regulations.
The contractor will ensure all contract employees are advised of and adhere to published parking, safety and traffic regulations applicable to the CMEL.

Paragraph 2.5   Reserved Parking Spaces.
Reserved parking spaces may be requested through the CO, or the COTR, for employees with either temporary or permanent disabling conditions. No other requests for reserved parking spaces will be accepted.

Paragraph 2.6   Observance of Holidays.
No activity is anticipated under this contract on holidays recognized by the FAA. In the event such activity is required, the contractor will be notified by the CO, or the COTR, and will be provided as much advance notice of the requirement as practicable. Absent such requirements, holiday activities will not be permitted without prior authorization from the CO, or the COTR.

Paragraph 2.7   Designated U.S. Federal Holidays.
A list of the designated U.S. Federal holidays as of the date of this document is as follows:

> New Year's Day
> Martin Luther King, Jr. Birthday
> George Washington's Birthday
> Memorial Day
> Independence Day
> Labor Day
> Columbus Day
> Veterans Day
> Thanksgiving Day
> Christmas Day

Paragraph 2.8   CMEL Closure/Early Dismissal.
Adverse weather conditions or other emergencies may require the closure of the Center for Management and Executive Leadership. Circumstances may also arise which will require the early dismissal of CMEL personnel. In most cases, no activity is expected under this contract during periods of CMEL closure and/or early dismissal, nor will any such activity be permitted during these periods without prior authorization from the CO, or the COTR.

Paragraph 2.9   Evening Shift Activity.
Some tasks may require periodic evening shift instructor support for workshops. In those cases, the estimated amount of activity occurring during these hours will be included in the description of the task and is anticipated that the work week schedule would provide flexibility in the time to accommodate this work schedule. Other than those specific requirements identified by the FAA, no evening shift performance/activity will be permitted without prior authorization from the CO or the COTR.

GOVERNMENT PROPERTY AND PROPRIETARY RIGHTS

Paragraph 3.1   FAA Proprietary Rights.
The FAA acquires title to all products resulting from performance under this contract, and all the rights and privileges derived there from, as these products are produced. This right is not dependent upon the completion of the product, the formal or written acceptance of the product, or receipt of payment for the services from which the product results.

Paragraph 3.2   Forfeiture of Rights.
The rights and privileges described in the preceding paragraph cannot be involuntarily surrendered, transferred, forfeited, or ceded. Any such forfeiture can only be accomplished by the CO, or the COTR, and must be in writing. Further, no precedent shall be established by any such forfeiture, and each request shall be considered separate and distinct from all other requests.

Paragraph 3.3   Use/Dissemination of Government Property.
Unless specifically authorized in writing by the CO or the COTR, the contractor shall not use, modify or disseminate any item of Government property for any purpose other than those specifically outlined in this document, the contract and other related contract documents. This prohibition includes, but is not limited to, the use of FAA equipment for work not directly in support of this contract, and the use and/or dissemination of any FAA training materials, including materials developed under this contract.

Paragraph 3.4   Removing Government Property from CMEL.
Unless specifically authorized in writing by the CO or the COTR, the contractor shall not remove, nor permit its employees to remove, Government property from the CMEL for any purpose other than those specifically outlined in this document, the contract and other related contract documents. This prohibition applies to property furnished to the contractor by the FAA, property acquired by the contractor using contract funds, and property produced

through performance under this contract. Further, this prohibition covers both the physical removal and the electronic transmission of property, and applies equally to both original items and all reproductions of those items, regardless of the reproduction format.

GOVERNMENT FURNISHED ITEMS

Paragraph 4.1   Facilities and Utilities.
AMA-3 shall provide space and facilities plus associated utilities and housekeeping, equivalent to that provided to FAA personnel, for the contractor to perform the work defined in this document. Space provided shall be maintained to the same standards as like areas occupied by FAA personnel. Facilities provided are to be used exclusively in support of this contract. Keys will be issued and the Contractor will be responsible for the cost associated with a lost key or keycard by its employees. The contractor shall not make any alterations to Government furnished space or facilities except as approved in writing by the CO or COTR. Whenever the contractor vacates Government space, such space and facilities shall be restored to its original condition, considering any approved alterations plus normal wear and tear, at no direct cost to this contract.

Paragraph 4.2   FAA Access to Provided Space.
The contractor is hereby advised that a limited number of FAA personnel will have unrestricted access to space provided for their use in accordance with the provisions of the preceding paragraph. As a result of CMEL policies regarding the utilization and distribution of Government keys or keycards, certain FAA employees will be provided master (or sub-master) keys which will open all doors utilizing a key number within their allocated group (or sub-group). The contractor should consider this when developing their proposal in order that it includes adequate provisions for safeguarding sensitive personnel information, proprietary data, and any other sensitive data that the contractor wishes to retain in the space provided. Program management by the Contractor must optimize space provided by the FAA.

Paragraph 4.3   Conservation of Utilities.
The contractor shall ensure all contract employees are aware of acceptable utilities conservation practices, and shall be responsible for operating so as to minimize the waste of utilities.

Paragraph 4.4   Government Furnished Property.
The items described in the following paragraphs shall be considered Government furnished property. The contractor will be required to ensure the optimum utilization and security. The FAA retains full control of and property management responsibility for all items provided, as well as sole discretion in the placement, movement and removal of all property provided to the contractor. The contractor must not remove, relocate, or re-assign Government furnished property without prior approval of the COTR. Program Management by the Contractor management must optimize their use of Government furnished property provided.

Paragraph 4.5   Office Furniture.
AMA-3 shall provide workstations, desks, chairs, filing cabinetry and other office furnishings for contract personnel comparable to those provided to Government personnel. Any furnishings provided are at the sole discretion of the Government (i.e., type, model, style, etc.)

Paragraph 4.6   Supplies.
Except for such company-specific supplies and materials as may be required by the contractor, such as pre-printed stationery, and those supplies which are required by the contractor based on such factors as brand preference, the FAA will maintain and distribute all supplies and material typically required in the course of normal performance under this contract, subject to availability. In the event supplies are not available, the contractor may submit requests to the FAA, but the FAA reserves the right to disapprove the request. The contractor may elect to provide supplies not available through the AMA-3 supply room, and which the FAA declines to purchase. However, no direct charge to this contract shall result from such an election unless the charge is expressly approved by the CO or COTR prior to the costs being incurred.

Paragraph 4.7   Computer Hardware and Software.

With the exception of computer hardware and software furnished by the contractor as described in Appendix A Task 1, the FAA will provide all computer equipment and software typically required in the course of normal performance under this contract. The distribution of computer equipment and software to contract personnel in other tasks will be determined by AMA-3 management, subject to availability, and based on AMA-3's workload priorities. Contract personnel shall not install, uninstall, move, or make modifications to, any hardware or software on any computer located at the CMEL without prior approval from the COTR. The COTR shall be responsible for obtaining the clearances necessary through AMA-3 management and other FAA offices.

Paragraph 4.8   FAA Computer Network.
The FAA maintains a computer network connecting work areas throughout CMEL. AMA-3 will furnish contract personnel with access to the FAA's computer network in their normal work area. Contract personnel shall not connect any computer equipment to the FAA network without prior authorization from the COTR. Contractor personnel shall not install any software without specific tasking and/or authorization from the COTR. The COTR shall be responsible for obtaining the clearances necessary through the AMA-3 management and other FAA offices.

Paragraph 4.9   Misuse of FAA Computer Network.
The contractor must adhere to all FAA intranet, internet, network policies and orders. Misuse of FAA provided computer equipment and/or computer network by contract personnel will not be tolerated, and will result in a determination by AMA-3 management as to appropriate corrective action for each infraction. All contract personnel using FAA computer resources or accessing the FAA network shall agree to and sign the "Rules of Behavior" prior to receiving requested access (reference contract Section H provisions entitled FAA FACILITY REGULATIONS, for the website). Depending upon the nature and severity of the infraction, corrective actions can range from loss of privileges (i.e., loss of access to the Internet and FAA email) to removal from support under this contract. Further, these determinations are not subject to appeal. And, these provisions do not preclude the imposition of any applicable civil or criminal penalty resultant from an infraction.

CONTRACTOR FURNISHED ITEMS

Paragraph 5.1   Copier.
The contractor shall furnish a copier for document reproduction (CMEL estimates 130,000 copies required per month). The copier must be capable of the following, as a minimum:

a. Reproducing approximately 75-100 copies per minute, defect free, black and white.
b. Double sided copying, enlargements, 11 X 17 print options, collating, stapling, and three (3) hole punch features are required.
c. Quality equal to or better than a Savin 2575 or Xerox C90 model.
d. The copier shall be capable of creating booklets.

Paragraph 5.2   Contractor Furnished Computer Equipment.
It is likely the FAA may not be able to provide a computer system for each contract employee, and some sharing of equipment is anticipated during the life of this contract. All computer hardware and software provided by the contractor to supplement equipment, if intended to be connected to the FAA computer network, shall comply with FAA minimum specifications as of the date of its connection. Further, this equipment shall either be updated as needed to maintain compliance with subsequent specifications and remain compatible with other FAA offices or be disconnected from the network, as directed by the CO or COTR.

Paragraph 5.3   Contractor Provided Supplies.
The contractor shall be responsible for providing, without direct cost to this contract, any supplies it requires due to preference. Examples of the above include, but are not limited to, company-specific supplies (i.e., letterhead and pre-printed stationery), brand-name supply items, etc.

Paragraph 5.4   Suitability/Safety of Contractor Supplied Items.
The FAA reserves the right to determine the suitability and safety of any furniture, equipment, or supplies provided by the contractor. Suitability, as applied to computer equipment and software, shall also mean full compatibility

with existing FAA network equipment and software, and full compliance with any FAA network specifications pertaining to such items. Items deemed unsuitable or unsafe shall be removed from the Center for Management and Executive Leadership, or moved to a suitable location, as directed by the CO or COTR, at no direct cost to this contract.

Paragraph 5.5   Non-reimbursed Property-Related Costs.
It is possible the contractor may elect to provide any furniture, equipment, or supplies beyond those required under the provisions of the preceding paragraphs. Should this occur, this contract shall not incur any direct charges as a result of such election unless the charge has been expressly approved by either the CO or COTR prior to the cost's being incurred. This prohibition against such charges applies not only to easily identifiable costs such as the purchase price of furniture or equipment, but also to the associated costs, such as the cost of transporting the furniture or equipment to (or from) the CMEL.

EMPLOYMENT AND STAFFING

Paragraph 6.1   Operational Support Requirements.
Support personnel who make up the workforce provided under this contract represent a key resource to the FAA in the management of an essential training program. Appendix C - represents projections only and actual workload may vary significantly. Operational Support described in Appendix A- Task 1 may be required to support third party events (seminars, conferences, meetings etc.). The requirements to support these events will be provided during weekly scheduling meetings by the CO or COTR when required.

Paragraph 6.2   Minimum Experience/Education Requirements.
All personnel employed in support of this contract are expected to meet any specified minimum experience and/or education requirements for their respective position, as of the date of their appointment. Such minimums are specified in Appendix B – Contract Support Position Descriptions and Qualifications. The FAA reserves the right to request replacement of Instructors who provide unacceptable training delivery. Quality delivery is a priority to the agency; therefore unacceptable Instructional delivery shall be remedied by the program management of contract personnel. The priority to ensure quality deliveries also applies to qualifications of each proposed hourly service. The FAA reserves the right to review qualifications for services charged as hourly support and those that are designated in the task. The review shall be conducted to ensure all stated minimum qualifications are met. Therefore when submitting the proposed approach to the tasked requirement, the contractor must provide employee experience (e.g., application, resume, etc.) for all personnel that may perform services on an hourly basis. The CO or COTR will identify to the program manager any qualifications requiring verification or questioned for action or resubmission. The FAA CO further reserves the right to deny the appointment of any proposed hourly candidate found to be lacking any of the stated minimums for the task.

Paragraph 6.3   Position Descriptions.
Descriptions of the various labor categories required under this contract are contained in Appendix B entitled Contract Support Position Descriptions (CSPD). The CSPD document describes the general duties of each labor category; the minimum education and experience required for consideration for a position in the labor category under this contract.

Paragraph 6.4   Waiver of Experience/Education Requirements.
The stated minimum qualifications for positions are intended to ensure candidates have sufficient knowledge, experience and technical skills to be recognized as an expert in the area being considered for assignment. This does not, however, ensure the individual will be suitable to perform in a manner consistent with FAA standards. Unique experience, professional reputation, publications or similar credentials may be accepted in lieu of the minimum education and experience required for each position. Determinations as to equivalency shall be evaluated for labor categories when tasked for hourly services.

Paragraph 6.5 Instructor Certification

AMA-3 may require specific FAA certification based on the Quality Plan of each instructor providing delivery of courses. The certification will normally be on a course-by-course basis. Instructors should be certified for duties supporting multiple courses, as needed by AMA-3 to ensure mastery of the subject material and ability to comply with applicable FAA policies and practices. Specific certification procedures vary from task to task, and from course to course within a single task and will be based on certification plan approved by the Quality Plan. Deferral or Waiver of Certification Requirements: The management of AMA-3 reserves the right, on a case-by-case basis, to defer and/or waive any portion or portions of the instructor certification process in consideration of any special circumstances which may arise.

Effective Date of Certification: Contract instructors shall normally be considered certified as of the date they successfully complete all portions of the applicable certification process.

Decertification: Contractor management will periodically review the instructional performance of each certified instructor. Instructors will be expected to continue to demonstrate their mastery of the subject material and satisfactory instructional abilities, and their ability to comply with applicable FAA policies, orders, practices, and procedures in order to retain their certification. Failure to maintain an acceptable level of competency in these areas will result in a loss of certification. AMA-3 program managers may bring performance or conduct issues to the attention of contractor management that may affect certification status.

Recertification: Whenever AMA-3 or contractor management identifies an instructor as decertified, the program manager or designee shall coordinate the actions required for the instructor to regain certification and present an action plan to the COTR.

Paragraph 6.6   Instructor and Instructional Designers Professional Development.
The contractor shall design and implement an ongoing development program for instructors and instructional designers as approved in the Quality Plan. This program will ensure the certification, currency and accuracy of FAA knowledge required to perform Task 2. The FAA CO or COTR designee responsible for curriculum will approve this program.

The contractor shall design and implement an ongoing development program for instructors and instructional designers. The purpose of the program shall be:

a.   To provide appropriate training and growth experiences that will ensure instructor-demonstrated competency in the tools and techniques necessary to continuously improve and currency of designs, develop and delivery of programs for managers, executives, employees and work teams for the FAA and other public sector workforces.

b.   To make available ongoing opportunities such as academic graduate programs and alternative learning experiences for the purposes of acquiring new and evolving training techniques and technologies as they emerge.

The contractor shall design and implement a developmental instructor program that will result in newly hired instructors becoming certified to teach CMEL courses. This program shall include the following learning activities:

1. FAA Orientation - The contractor shall be responsible for coordinating and ensuring that all instructors receive an orientation to the FAA. The orientation shall include the mission, goals, objectives, plans, policies, and principal programs of the FAA, its place within the Government, as well as the organizational structure and culture of the agency. The intent of this requirement is to ensure:

   • Knowledge and attitudes which will contribute to successful instructional interaction with an extremely diverse student population.
   • Recognition that actions of all personnel at CMEL must be consistent with the goals of the FAA, and

2. Special Techniques Training or verification of skills and credentials - The contractor shall design, submit to the FAA for approval, and implement an instructor certification program as part of the Quality Plan that will ensure:

a.   A high level of instructional competency, and
b.   The degree of standardization and consistency required at CMEL, and
c.   Specific expertise in subject matter areas, including credentials, if appropriate.
d.   Comply with FAA Standard 028-C

3. Developmental Instructor Practicum to achieve certification in specific courses - Certification of instructors shall be completed during the transition period following award and prior to startup of the contract. Instructors deemed qualified by successful completion of the developmental instructor program, or qualified by equivalent training or work experience, must be certified competent to teach identified units of instruction by a currently certified instructor or appropriate supervisor. No less than fifty percent of the instructional staff assigned to any specific class shall be fully certified instructors. These requirements shall be waived for a reasonable time to accommodate initial instructor certification for newly developed courses. Instructors fully certified in a specific course undergoing a major revision shall be given thirty (30) days to become re-certified in the portions of the course which have been revised once the course returns to the schedule.

4. Advanced content expertise equivalent to 2 CEU's every 2 years per instructor in course content in which instructor has been certified

5. Advanced content expertise equivalent to 2 CEU's every 2 years per instructional designer in the area of specialty

6. Shadowing - The FAA recognizes the value of exposing CMEL instructors to working environments at the field, Service Area, and Washington headquarters levels. The contractor is required to schedule visits by contract instructors to FAA approved work sites for up to five days per year for the purpose of shadowing FAA managers and supervisors in their work environments, provided that such visits do not conflict with instructor teaching workload. For cost effectiveness, shadowing assignments will be attached to other required travel whenever possible. The FAA shall consider shadowing assignments as part of the developmental process.

KEY PERSONNEL

Paragraph 7.1   General.
Detailed job descriptions and required qualifications for contractor personnel are provided in Appendix B.

Paragraph 7.2 Program Management
The Program Manager and Alternate Program Manager must be dedicated full-time on-site to the management of the PWS requirements. The Program Manager is responsible for the management and supervision of all personnel assigned to the tasked services. The Program manager shall ensure that optimal performance will produce objectives defined for CMEL Training requirements. All CMEL tasked requirements and performance milestones shall be coordinated through the Program Manager or Alternate Program Manager. Course delivery schedules, updates, and specific support required to deliver training at CMEL will be coordinated by written correspondence from the CO or COTR, with interchange of information through weekly Program Management Reviews (PMRs), and status documentation via Contract Data Requirements List (CDRL) reports.

Paragraph 7.3   Operational Support.
The Operational Support personnel will perform the necessary program management of registrar, evaluation specialist and network administrator are required to support the CMEL workload projections as represented in Appendix C.

Paragraph 7.4   Instructional Services.

CMEL courses require instructors and developers proficient in a broad range of core management/leadership topics (e.g., interpersonal relations, leading teams, giving feedback, communicating expectations, problem solving, decision making). The instructors are also expected to possess expertise in the theoretical and practical aspects of one or more specific topic areas (e.g. Myers/Briggs, Situational Leadership, Critical Thinking, Team Building, Change Management, Conflict Management and Coaching). Performance may also require subject matter expertise in areas such as Financial Management, Business Communication, Labor Relations, Strategy, Marketing, Ethics, Media Relations, Quantitative Analysis and Negotiation. In addition to instructional staff, when tasked the contractor will provide Instructional Systems Specialist perform course design, development, or redesign.

ADDITIONAL DELIVERABLES

Paragraph 8.1   Transition Requirements.
It is critical that the period of transition be accomplished in a well planned, orderly, and efficient manner. Accordingly, the contractor shall provide a 30-day phase-in performance period prior to the annual performance period. This will require working relationships with other vendors currently performing services at CMEL. At the conclusion of any performance period, including option periods or extensions, the services provided under this contract may revert to an in-house Government operation or may be awarded to another contractor. The contractor shall be required, as an integral element of the tasking under this contract, to assist in whatever transition activities the FAA deems necessary. The services during the last 30 days of the performance period may be conducted as Phase-out. The CO will notify the Program Manger in writing when Phase-Out performance is requested.

Paragraph 8.2   Overtime (Reserved)

Paragraph 8.3   Travel.
Support under this contract may require contract personnel to travel as part of their normal assigned duties. Such travel, when required, will almost exclusively be restricted to, but need not be limited to, the territories and possessions of the United States. Any such travel, in connection with performance of tasked activities, requires pre-trip travel approval by the CO or the COTR, if not so approved by a specific task order.

Paragraph 8.4   Reports.
The contractor shall coordinate with AMA-3, the COTR or CO in writing as part of normal administrative activities required to support the PWS requirements. All required reports are described by the Contract Data Requirements List (CDRL) and contract deliverable items. Each report, content, required submittal frequency, quantities, address(es), and format are identified in the CDRL.

CMEL TRAINING PRACTICE

Paragraph 9.1   Provisions for FAA Training.
The FAA may provide training to contract personnel if the training is determined to be technically complex and unavailable from commercial sources. This exception covers all FAA-specific courses employing the development of instructional materials in accordance with FAA standards and practices, which have been determined to be unique training offered only by the FAA. However, the FAA is not obligated to provide training and may do so if in the best interest of the Government.

Paragraph 9.2 Instructional Services Methodology
CMEL employs a blended learning strategy that addresses performance objectives derived from the FAA Managerial Success Profile (Appendix F). Instructor delivered training incorporates lectures, job aids, simulations, skill practice, case studies, and action planning. While classroom training is currently the norm, we expect the use of live web-casts and interactive video tele-training to increase during the period of performance. All CMEL training, regardless of delivery medium, must conform to the Congressional guidelines and methodology guidance provided in FAA Standard 028-C. This document is available at http://www.faa.gov/ahr/policy/hrpm/ld/ld_ref/028C.cfm

Paragraph 9.3 Instructional Systems Design/Development, Redesign
The contractor shall use the Instructional Systems Design (ISD) approach, as applied within AMA-3, for the presentation, development, and revision of all training materials. This requirement applies to all training delivery systems, including but not limited to written materials, computer-based instruction (CBI), web based e-learning and video based instruction. FAA Standard 028 C describes this ISD approach which can be found at http://www.faa.gov/ahr/policy/hrpm/ld/ld_ref/028C.cfm.

QUALITY

Paragraph 10.1 Quality Control.
The contractor shall ensure quality by systematically monitoring and evaluating products and services provided under this contract and correcting deficiencies as needed. The contractor shall submit (annually), implement, and maintain a Quality Control Plan to ensure compliance with all requirements of this work statement, as well as applicable provisions of the contract. The quality plan will be implemented to ensure the highest quality of management and leadership training. This does not establish, nor should the contractor assume, any responsibilities other than those specified in the contract, for monitoring the quality of FAA programs, or FAA products. The Quality Control Plan shall include certification criteria and professional development plans for Instructors/Designers to ensure:
:

    a.   A high level of instructional competency, and
    b.   The degree of standardization and consistency required at CMEL, and
    c.   Specific expertise in subject matter areas, including credentials, if appropriate.

Paragraph 10.2 Quality Assurance.
CMEL strives to be the management training provider of choice within the FAA and a cost-effective resource to government clients. The FAA shall administer a quality surveillance program encompassing all training services and learning activities addressed in this Statement of Work, including classroom monitoring, intstructor observation, and formative and summative evaluation. This program will be administered independently of any contractor evaluation and measurement activities. The FAA Quality Surveillance Program shall not be considered a replacement or substitute for contractor accomplishment or monitoring for quality performance of all activities. The FAA will coordinate the quality concerns (when identified) to the Program Manager via Quality Deficiency Report (QDR) (Sample QDR in Appendix D).

Paragraph 10.3 Quality Control Plan.

AMA-3 will review contractor performance in accordance with the FAA approved Quality Control Plan. A draft Quality Control Plan must be submitted with the proposal and will be evaluated as a technical factor. The awardee will have 15 calendar days after award to submit the final Quality Control Plan for FAA approval. The Quality Control Plan must address but is not limited to the contents below:

1. Quality Philosophy
2. Coordination with the FAA, subcontractors or consultants
3. Staff Development
4. Instructor Development
5. Instructor Certification and Evaluation
6. Performance/Product Evaluation

DELIVERABLES AND ACCEPTANCE

DELIVERABLE	INVOICE	PERFORMANCE/ STANDARD (See Appendix A for further details)	ACCEPTABLE LEVEL OF QUALITY
MANAGEMENT AND ADMINISTRATION	monthly for services performed	-Schedule Fully Resourced -Qualified Resources --Attendance of weekly status meetings -Tasked Requirements Completed -Contract Requirements Met -Monthly invoices, labor distribution system reporting, cost proposals Compliance with FAA Standard 028 C	All deliverables in accordance with tasked delivery schedule, completed on time and within requirements of contract. Qualified personnel provided and all contractual requirements met. Compliance with FAA approved Quality Control Plan.
REGISTRAR	monthly for services performed	-Coordination and tracking of class schedules and enrollments changes using e-LMS -Reports of enrollments and quota -Produce rosters, certificates, transcripts -Coordination of pre-course materials to students Monitoring of enrollees to ensure eligibility.	Rosters monitored daily. Reports are timely and accurate. All students receive pre-course materials two weeks prior to start of class Ineligible enrollees will be identified and corrective actions taken.
TECHNICAL SUPPORT	monthly for services performed	-Hardware, Software and Network maintained, installed and functional. Establish a work order system for reporting all equipment, hardware & software outages, disruptions and problems.	Tech support available during 7:30 – 4:30 workdays. All equipment problems causing classroom interruptions corrected on the spot repairs or exchanged within 30 minutes. All other corrective actions causing interruptions to administration will be corrected or identified within one hour of notification. Weekly status of work orders.
LOGISTICS	monthly for services performed	-Timely ordering, accurate recording of procurements -Inventory control -Timely distribution and receipt of items -Stocking of all supplies and materials	All purchase requests and supporting documents comply with FAA acquisition Management System (AMS) Procurement Policy. All materials and supplies are available when needed to support operations. All inventory recorded in accordance with FAA Academy property procedures and reviewed weekly

LIBRARY	monthly for services performed monthly	-Accessible at designated times for library services -Submit summary of resources provided and resources obtained	Library materials are cataloged in accordance with Library of Congress MARC records. Positive customer service is provided during established hours. Provide a weekly log of user activity.
EVALUATIONS	Monthly for services performed	-Conformance to Academy requirements for on-line critiques -Timely data analyses and reports to identify needs assessment trends using a wide variety of FAA and external inputs -Semi-annual Level 3 reports -Student reaction and achievement data and reports following each course delivery -360 degree and other assessments collected and processed in time for debriefs	Data, assessments, and reports are clearly defined, validated, well-written, and comply with FAA Academy Protocol. Protocol to be defined in status meetings. Reports submitted timely to the proper addresses.
HEALTH AWARENESS	Monthly for services performed	-Tasked Requirements Completed -Contract Requirements Met - Conduct health screening services, health information and wellness activities to CMEL employees and resident students	- Classroom briefings when required - Timely distribution of information on health issues - Certify CMEL instructors in Cardiovascular Pulmonary Resuscitation (CPR) - CMEL wellness facility and equipment is maintained in working order
PUBLICATIONS	Monthly for services performed	-Tasked Requirements Completed -Contract Requirements Met - Edit, review and create training and other documents when required - Design, develop, troubleshoot, debug, update, maintain and implement software code for components of the website that supports CMEL.	- All course materials will be ready for CO or designee review at least one (1) week prior to final submittal. Document will use plain language as per FA Order; no more than 2 minor errors per document. - Data on CMEL website shall be maintained for accuracy, currency, and compliance with FAA policies.
REPORTING	Submitted monthly	As defined in CDRL	Valid information and complete data submitted as a report at the specified time (ref. CDRLs).
INSTRUCTOR SERVICES	Delivery as specified in tasked orders	Will be documented in specific task orders, in compliance with FAA Standard 028-C	Will be specified in specific task orders and confirmed by course evaluations.

DEFINITIONS:

Agency: Federal Aviation Administration.

Behavior Modeling: A rigorous system for practicing specific skills on the job, observing a model implementing these skills in an exemplary manner, breaking out into skill practices using highly relevant scenarios to Improve skills, and videotaping and debriefing the practice sessions in order to apply the techniques in a climate of supportive yet corrective feedback known as alternative, positive behaviors (APBs). This method uses extensive coaching techniques.

CMEL Operational Schedule: The scheduled events of class delivery, development/design work, conferences, professional development, instructor availability and all other tasking as required.

Competency Based Curriculum: A learner-centered curriculum designed around precise learning objectives that are defined in behavioral and assessable terms, which emphasizes learner accountability, and is personalized, criterion referenced, and measurable.

Computer-Assisted Instruction (CAI): An application of Computer-Based Instruction (CBI) in which students receive some of their lesson material at a training terminal through student/computer interaction carefully designed by an instructor. CAI maybe used as a classroom aid or as an aid in computer-managed instruction.

Computer-Based Instruction (CBI): An overall term referring to any generalized use of computers in the training process. The terms computer-based training (CBT) and computer-based education (CBE) are sometimes used by other Federal agencies and are very similar in meaning.

Course Book: A binder issued to students prior to or at the beginning of resident classes. - The contents include a class agenda, pre-reading assignments, if any, and course exercise materials.

Course Materials: Course materials include the following course design guides: Instructor notes (i.e. lesson plans, course outlines), visual -aids (i.e. slides, transparencies, videotapes, charts, etc.), student course books and handouts; job aids; and student course evaluation materials. Lastly, an up to date reference list containing at least 3 Items- no more than two years old is included following a uniform style manual such as Modern Language Association (MLA).

Course Design, Development or Redesign: Major course modification or creation of new courses when it is not feasible or cost effective to use existing courseware. Modification may involve transformation from one medium into another, new objectives arising from changing requirements or necessitating an entirely new approach.

Course Update and Maintenance: Routine upkeep of courses to assure accuracy, currency and effectiveness, and which do not affect the main instructional objectives (highest level objectives, stated on the course descriptions).

Developmental Instructor: A person employed by the contractor who has met the educational and experience criteria required of CMEL instructors but has not yet successfully been certified in any CMEL courses, in order to be considered qualified, the developmental instructor must complete the Developmental Instructor Program as described in paragraph C.1.4.1.

Distance Learning: Any formal approach to learning in which a majority of the instruction occurs while educator and learner are at a distance from each other. Distance learning may utilize satellite video, compressed video, computer based instruction (CBI), the web, correspondence study, or similar vehicles. This approach is also referred to as Distance Education.

Experiential Learning: An educative process in which participants share a common group experience usually through skill practice, role-plays or simulations. With the support of a facilitator, the group then extrapolates from the shared experience to build individual concepts, principles, or skills for use in the workplace.

Field Training (On-Site): Field training (commonly referred to as on-site training) consists of CMEL courses that are taught at the field site, i.e., regional or Washington headquarters, or other field locations.

Full Time Equivalents (FTE): As used in this contract, the term full-time equivalents (FTE) shall be considered to represent the productive hour base of 1840 hours per year. The contractor shall be expected to explain any

proposed productive hour base differing from this, and be prepared to demonstrate whatever benefit may be realized by the FAA from this base.

Fully-Certified Instructor: An instructor who is eligible for certification because he/she has fully demonstrated: (1) the skills, knowledge, and abilities of the instructional techniques required, as well as (2) mastery of the instructional materials sufficient to ensure that training outcomes and instructional objectives are achieved. Certification will be granted after performance has been rated fully satisfactory in all four Instructional areas of a given course.

Handout: Printed material, either CMEL developed or purchased, passed out to students at specific times in courses in support of specific blocks of instruction or specific subject matter being taught. By contrast, course book items are of a more general or survey nature and are given to students In advance of or at the beginning of courses.

Independent Study: Special learning agreements using any methods or media designed to meet individual needs of agency employees.

Instructional Technologist: Synonymous with Instructional Systems Specialist as used in this Performance Work Statement Instructional Systems Specialists are personnel with training and experience in Instructional System Design (ISD) and other training design systems and demonstrated abilities with state-of-the-art instructional and evaluative technologies such as experiential training, competency-based instruction, ability and achievement testing, and behavior modeling.

Instructor Notes (INs): Comprehensive lesson plans for CMEL courses. INs are organized into blocks, subject-matter areas of Instruction, which include an outline of the block, student/Instructor references, a list of teaching aids, evaluation of student learning, supplies required, handouts and course book items, an audit trail showing how outcomes and objectives are related to training materials, outcomes and Instructional objectives, and detailed lecture notes. Notes must include enrichment and remediation options, FAA-specific examples, and work-relevant anchors for learning.

Instructor-Developer: A fully certified Instructor, generally with one or more years of experience in Instruction at CMEL, who has received formal training and may be experienced in curriculum development. This includes instructors who have had experience in developing resident and/or non-resident training programs.

Program Management Review: Meeting facilitated by the FAA, for interchange between the FAA and the Contract Program Manager. FAA coordinates information regarding customer requirement, training center status, and event planning schedule.

Qualified instructor A person employed by the contractor who has demonstrated mastery of the skills, knowledge, and abilities expected of CMEL instructors either by completion of the Developmental Program as described in paragraph C.1.4.1 or by qualification on the basis of equivalent training or work experience. A Qualified Instructor is in the process of becoming fully certified to instruct in all segments of one or more CMEL courses, as described in-the instructor Certification Program.

Resident Training: Formal classroom training conducted and administered in residence at the CMEL.

Revision: The process of effecting changes to CMEL resident and non-resident course materials. Such changes may involve rewriting one or more blocks of Instructional material and producing new course book items and course handouts. Course revision is generally a direct result of Federal, Departmental, or agency policies and directives, ratification of a labor agreement, etc. Revisions do not substantively affect course objectives.

Tasked Order: The mutually agreed upon performance task (evidenced by date and signature of the COTR) the requested task (ref. Sample- Appendix E).

Training Plan: A communication and coordination document, including training planning data, submitted in response to a training proposal originating from an FM policy office. When approved by the policy office, the document becomes a training development plan that serves as the specification for the proposed training.

Wellness: A state of mind and body, which enables one to participate fully in work life activity. A wellness program could consist of training in areas such as nutrition, smoking cessation, stress reduction, and exercise. It could also include blood chemistry, body composition, and strength testing.

A complete listing of FAA acronyms can be found at:http://www.awp.faa.gov/acronyms/default.htm

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APPENDIX A

Task Descriptions

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Task 1 - Program Management and Administration

Scope of the Task
The contractor shall furnish a Project Manager and Alternate Project Manager, who will be responsible for providing oversight and management of all contract personnel employed in performance of this contract. The contractor shall also furnish any additional clerical, administrative, and technical support, logistics services, and instructor oversight positions required for the management and administration of these requirements, which are proposed as direct cost. Performance requirements include:

Labor Distribution Tracking System
CMEL utilizes a management information system comprised of, in part, a labor distribution reporting (LDR) system established by FAA Order 2700.37, 'Labor Distribution Reporting.' The primary objective of LDR is to provide accurate visibility of FAA personnel costs so that organizational resources can be applied effectively to enable increased efficiency in achieving FAA's mission and accomplishing organizational performance goals.

Contract personnel, as part of their normal duties under this contract, will be required to enter LDR data directly into the FAA CASTLE LDR system, https://castle.faa.gov/taldr/, or current applicable FAA activity data tracking system (ADTS) or provide the required information to the COR. CMEL will determine what method, format of data, and data collection to be used and advise the contractor.

Program Management- Fulltime Position(s)
The CMEL contract requires a full-time Program Manager and Alternate Program Manager(s) to provide oversight and scheduling of resources. Full time personnel are also required to execute the CMEL Operational Schedule and Tasking, maintain the integrated scheduling database and daily operation of contract personnel and to ensure the tasks assigned to contract personnel are completed in accordance with the terms of the contract. Program Management will be responsible for the instructor assignments and coordinate with FAA Training Coordinators to ensure quota for core courses. The Program Manager shall have the authority to represent the contractor in dealing with on-site FAA COTRs. The Program Management staff will coordinate the Operational Schedule and Tasking with FAA CO or designee, provide weekly status via attendance at scheduled meetings, and teleconferences when required. They will also provide oversight of the content and integrity of course materials and methods; provide guidance and support to instructors, developers and FAA Program Management on development requirements and quality assurance of all delivery, design, development and update and maintenance of course materials, as well as any management plans for new and potential customers requesting services.

Registrar - Fulltime Position
The CMEL contract requires a Registrar as administrative support for the execution of the CMEL Operational Schedule and Tasking. The Registrar will also provide time-accounting of contractor personnel using the FAA CASTLE or current applicable FAA labor distribution report (LDR) system; schedule/coordinate the ATN and assist in the coordination of student enrollments in support of the CMEL Operational Schedule and Tasking. The registrar will coordinate the tracking of distance learning courses taken through CMEL and serve as the CMEL site administrator for the AMC web, permitting access to the distance learning database. The registrar will assist in the compilation of documents required for ACE and/or SACS (Southern Association of Colleges and Schools) visits. The registrar will access the FAA human resource information management computer system, currently e-LMS, to monitor class enrollments and provide updates to aid in monitoring enrollments and disenrollments and the need to add or cancel classes. Personnel providing services will be the focal point for all training record computer operations, scheduling courses or cancelling them, enrolling or disenrolling students for all resident and field classes, and for all classes for which training credits and certification go into participants training histories.

The registrar will:
1. coordinate the following with FAA Training personnel: adjustments, class roster changes, new classes, and canceled classes;
2. track and report all classes for enrollment totals and unused quota, enter course completions and grades into student training records;
3. produce attendance/completion rosters and graduation certificates for each class, extract student transcripts and mail to student and/or university or college with a certification letter, upon request of student;
4. assist Program Manager(s) with fiscal year class requirements
5. generate reports as required
6. send out pre-course notices and assignments to enrollees and ensure that materials are accessible.
7. enroll FAA staff members into training upon request, and record completions of same.
8. coordinate enrollment information and changes with the front desk.
9. ensure enrolled students are directed to the Academy Student Information System (ASIS) to receive pre-course information and Welcome letters.
10. maintain a waiting list and assist field training staff to do the same.
11. other administrative duties as assigned

TECHNICAL SUPPORT – Fulltime Positions
The contractor shall furnish personnel to assist in the software, hardware support and bench repairs of equipment and furniture. The technical support services include the following requirements:

- **Computer Specialist**

This task will require software technical support and training for all CMEL software applications and installation of automated data processing (ADP) software. The software support person will also check ADP systems and correct user introduced malfunctions; configure user software to meet specific user needs, research and recommend new software applications to the FAA, structure and maintain individual computer workstations and ensure accessibility to the LAN. Currently the primary software package used by CMEL is Microsoft Office Professional. Other software packages used are Adobe, Citrix, Corel, Micro Worlds, Ventana Group Systems, Veritas, Micro 2000, Elron, Macromedia, 20/20 Insight, Principia Prod and various publications software. Duties will include teaching and training of software used at CMEL.

This task requires automation and network support for approximately 180 desktop workstations and notebooks. Processor speeds range from Pentium III 933 MHz to 3.4 K. Microsoft operation systems and Office Professional are installed on all systems. There is a Lab with 25 workstations with special meeting management software installed (Ventana Group Systems) and also requires the technical support of this Lab for any group sessions scheduled. The CMEL Library has workstations for staff and guest use during and after normal business hours and weekends. There are thirty-eight (38) printers and copiers; all are networked. There are eight classrooms that have overhead projectors, VCR's and workstations that require set-up prior to class and conference usage. The contractor will maintain, upgrade, adapt or expand the equipment as required by the CO or designee. This task will require inventory and issuance of all software in the CMEL facility. The contractor will learn and maintain applicable FAA Academy applications for use at CMEL. This includes the Academy Student Information System (ASIS), and the Academy Evaluation System, among others.

The contractor will recommend and implement software solutions to improve efficiency of operations in all aspects of CMEL. This may include development of database applications, spreadsheets, and data repositories.

The contractor shall ensure that all software developed or installed upon CMEL workstations and networks complies with all FAA Information Security System formats and directives.

All troubleshooting, repairs, support will be documented by a work order and kept on file to ensure continuation of operations.

- **Network Administrator**

This task will require personnel to maintain, upgrade, adapt or expand the local area network (LAN) of AMA-3 CMEL. Personnel will provide back-up to the servers, coordinate with Academy, MMAC, ARC and FAA officials regarding IT inspections and upgrades. CMEL currently has a LAN that consists of over 550 Ethernet ports located through out the facility and the backbone is a Cabletron 6000 switched system. There is a Cabletron 9000, switched system, 96 ports, 10/100 MHz, and approximately seventeen (17), 24 and 48 port hubs and the hubs are a mix of 10 MHz and 10/100 MHz capability. There are currently five (5) servers in use. The operating systems on all servers are Microsoft NT4 or later. Personnel will provide recommendations and/or vendor quotes to the CO or designee for the procurement of new hardware and hardware to support the LAN. Personnel will be required to receive, unpack, inspect, test and prepare all new IT and AV equipment for installation at CMEL; prepare, review, update and implement the Security, Recovery and Contingency plans as required by FAA order; prepare excess and outdated equipment for removal from the property system and manage equipment maintenance contracts and new equipment warranties. Personnel will support satellite broadcast, web casts and any computer based training.

LIBRARY SUPPORT

The contractor shall furnish personnel to provide library services during hours of operation, including but not limited to managing the library collection and circulation, providing reference and research services, automation support, maintaining interlibrary loan services and reviewing the CMEL webpage to ensure up-to-date information and FAA web page standards are met. The hours of operation of the library will be 3:00 p.m. to 9:00 p.m. Monday – Friday.

Duties required for this task are:
1. Maintain library collections of books, serial publications, documents, audiovisual and other materials.
2. Manage the library's serial holdings by maintaining records of receipt and by developing a serials holdings list.
3. Prepare and arrange audiovisual programs for presentation to groups and possibly lead discussions after film showings. Advise those planning audiovisual programs on technical problems, such as acoustics, lighting and program content.
4. Maintain the library collection by shelving materials as they are returned, filing changes to loose leaf documents and FAA directives, making sure book ends provide support to materials, repairing worn books, and recommending disposal of obsolete materials.
5. Provide general ready reference assistance and directional information service to library users, including interlibrary loan as needed.
6. Oversee copyright compliance.
7. Evaluate materials, considering their technical, informational, and aesthetic qualities and make recommendations for procurement of items, including vendors and quotes; arrange for previews of new offerings.

8. Provide and prepare displays of materials to support FAA's model EEO program and special emphasis month displays.
9. Open and close CMEL library.
10. Interface with the librarian at the FAA Aeronautical Center to share holdings, cooperate on materials acquisition, etc.
11. <u>Manage lending library to students and other customer request</u>

LOGISTIC SERVICES- Fulltime Position(s):
The contractor shall furnish personnel to assist in the procurement of training supplies and materials necessary for the operation of CMEL, monitor and maintain established inventory levels of supplies, materials and property management, shipping and receiving of materials, distribution and stocking of training materials and document reproduction. These logistics services include the following requirements:

- **Procurement and Property Management**
This requires personnel to research best-value for required materials and supplies, acquire pricing quotes and create purchase requisitions using the FAA procurement system. The Logistics staff will maintain a database of qualified suppliers based on FAA procurement regulations and a tracking system of each procurement request generated. A monthly report of all procured items, vendor and cost will be provided to the FAA. Personnel will be required to create bulk print request for classroom books and other bulk printing request. Personnel will be required to coordinate with instructors and FAA personnel on the materials required for course offerings and to ensure all supplies and materials are available when required.

This requires personnel to monitor and maintain established inventory levels of required supplies and materials. Personnel will be required to update the FAA property management system and be required to prepare on a quarterly basis an inventory report of in-use Government property including furniture. All acquisitions, losses, damages and disposals shall be documented by the contractor in accordance with FAA orders. The contractor shall be required to inventory all Government-owned property on an annual basis scheduled by the CO or designee. The contractor shall maintain all property records in the prescribed FAA inventory tracking system, currently Automated Inventory Tracking System (AITS).

- **Materials Handling and Repairs**
This requires personnel to ship, receive, distribute and stock training materials, supplies, mail and correspondence required in the operation of CMEL. This will require the loading and unloading of materials and supplies, collection of required receiving reports with an estimated 4,000 items per month. Supplies and materials required for field delivery of course will be coordinated with instructors and sent to prescribe destination(s). Requirements include on-site reproduction for low volumes of documents, which require quick turnaround to support CMEL training, conferences, and briefings. Personnel will be required to assemble the materials, rosters and books for each course and have them in the classroom one day prior to start of resident deliveries and to the field location three days prior to start of class.

This task requires the performance check, repair and maintenance of various types of administrative and training equipment and furniture. See Attachment 1, "Government Property and Equipment List", for a listing of furniture types that will require repair service. This list will be modified as new items are purchased and old items are excessed. The contractor shall be required to replace any classroom equipment problems on the list arising during scheduled classroom activities occurring between 7:30 a.m. and 4:30 p.m., Monday through Friday. All equipment problems causing classroom interruptions shall be corrected by replacing equipment or exchange with operating spares, within 30 minutes of notification of the problem. The contractor shall be required to provide corrective actions on all equipment problems causing interruptions to an administrative activity within one hour of notification. The government will provide the replacement/spare parts when required to correct the deficiencies. The contractor will provide all common tools required to replace/maintain equipment

listed. Whenever possible, the service and repair work shall be performed at a time and location that will not interfere with CMEL classroom activities.

Factory Repair and Warranty: The contractor shall coordinate all repair and warranty service work to be performed by the equipment manufacturer or an authorized repair shop, as determined by the CO or designee.

HEALTH AWARENESS

The contractor shall furnish personnel on Tuesday, Wednesday and Thursday to conduct health screening services, health information and wellness activities to CMEL employees and resident students. The performance requires the following services:

1. Blood chemistry analysis to be taken one day a week between 7:00 am & 8:00 am
2. Debriefing of blood chemistry analysis on an individual basis
3. Blood pressure measurement
4. Body fat measurement
5. Physical fitness evaluation
6. Other health assessments as may be required
7. Classroom briefings on health risks and healthy lifestyles to course requiring this information
8. Classroom briefings on manager's responsibilities in promoting healthy lifestyles and the health awareness program as endorsed by the FAA.
9. Distribution of information on health risks and healthy lifestyles
10. Recommendation of related media available for purchase
11. Promotion and encouragement of CMEL personnel, students and guest to participate in CMEL activities which contribute to individual health
12. Certify CMEL instructors in Cardiovascular Pulmonary Resuscitation (CPR) and First Aid
13. Coordinate maintenance of CMEL wellness facility and equipment.
13. Preparation and distribution of health awareness newsletters and materials.

RESEARCH AND EVALUATION - Fulltime Positions

The contractor shall furnish personnel to collect evaluation data, enter evaluation data in the Academy Evaluation System, administer need assessments, conduct interviews, implement benchmarking studies, provide data for ACE course reviews and for accreditation agencies, generate reports, provide assistance to the cadre of FAA staff in designing or modifying evaluation tools, and recommend leading edge techniques and instruments to support content areas. This task is specified by H.R. 3058, Section 819, item 3 which requires the collection and entry of evaluation data for each CMEL course and any Fee for Services (FFS) course delivery. Evaluation will assess: participant satisfaction, achievement of learning objectives, transfer of learning to the workplace, return on customer expectations, return on investment, and organizational results. Data collection tools could include questionnaires, interviews, direct observations, critical incident analysis, actual work products, achievement tests and performance measures and review of records, etc. Contract Evaluators will be required to conduct benchmarking studies and needs assessments and to provide input to AMA-3 via the CO or designee. Systematic training evaluation processes shall be used for initiating, designing, and implementing needs assessment and evaluation, for analyzing the findings, and for reporting the results. Administration of individual assessments (normally termed 360° feedback) may be required in support of a course. This data will be collected electronically and reports will be generated for submittal and provided to the FAA. Needs assessment includes researching, defining, and evaluating the training and conferencing needs of existing customers, as well as identifying potential customers and their needs.

Most assessments will be conducted using CMEL's license with 20/20 Insight or the FAA eLMS platform. CMEL employs Kirkpatrick's 1st, 2nd and 3rd level evaluation strategies to improve quality

and demonstrate return on investment. Levels 4 and 5 may be implemented during this contract ward period. End-of-course questionnaires provide Level 1 evaluation data, which is used for systematic quality improvement. Level 2 evaluations include tests as well as pre/post-assessments focused on specific course objectives. CMEL shares data with stakeholders on an as-needed basis.

PUBLICATIONS - Fulltime Positions
The contractor shall furnish personnel to edit, review and create training and other documents. Personnel will provide word processing capability, graphic design and webpage design. These publications services include the following requirements:

- **Editorial Services**
    Editorial services require writing, proofreading, and editing of material for reports, manuals, briefs, proposals, instruction books, catalogs, and related publications in support of instructor delivery/services. The editor will coordinate assignments with the instructional designer. All course materials will be ready for CO or designee review at least one (1) week prior to final submittal.

The editor:
1. Interviews Subject Matter Experts and reads journals, reports, and other material to become familiar with technologies, methods, agency policies, and tools to integrate new initiatives.
2. Organizes material and completes writing assignment with clarity, conciseness, style and terminology.
3. Reviews published materials and recommends revisions or changes in scope, format, content and media selection.
4. Maintain records and files of work and revisions.
5. Select photographs, drawings, sketches, diagrams and charts to illustrate material.
6. Assist in laying out material for publication. May arrange for production and distribution of material.
7. Other duties may require writing speeches, articles, and public or employee relations releases. May require edit, standardize, or make changes to material prepared by other writers. May specialize in writing material regarding work methods and procedures.

- **Document Preparation**
    This task requires the editing, word processing and graphic design of course books, instructor guides, wall charts, transparencies, posters, charts, slides, door signs and any documents required to support the CMEL Operational Schedule and Tasking. This sub-task will also require miscellaneous document creation to support FAA staff in the operation of CMEL and the creation of documents to support the CMEL website. These individuals provide graphics development assistance in the preparation of instructional lessons, and perform clerical and typing duties associated with the preparation of instructional lessons, and other related instructional material developed for the FAA's training program. Duties may include, but need not be limited to, archiving course documents, typing memoranda, letters, scripts, lesson plans, reports, and various types of training materials, as well as training publications and course control documentation, with duties frequently involving extensive use of macros and imbedded graphics. Duties may also include developing computer graphics designed by other specialists, conceptualizing computer graphics and creating designs with minimal instruction, incorporating graphics into training materials and other documents utilizing desktop publishing concepts and methods, and maintaining a graphics library.

Task 2 - Instructional Services

Scope of the Task
The contractor shall provide personnel to conduct resident, field and distance learning modes of training. This task includes the requirements described below:

The contractor shall furnish instructors to conduct resident training, field based training and distance learning for FAA employees and other Government employees on leadership skills identified by task analyses and competency studies. Blended learning employing distance modules will often be an essential part of the program. Resident courses will normally be 3-10 days in length and field courses are normally 3-5 days in length, and shall employ experiential tools such as behavior modeling as well as current knowledge of agency directives and initiatives. Students shall be assessed by using skill practices, projects and tests.

The curriculum will include both established courses and other training activities. Some courses/activities in the curriculum will be scheduled on a relatively regular basis while others may be scheduled on a demand basis only. The curriculum will be flexible enough to accommodate modification as needed.

Refer to http://www.cmel.faa.gov/COURSEDE/CI-crs.htm for additional guidance concerning the courses.

Instructors will be required to prepare for delivery, set-up classrooms, debrief FAA Program Manager where necessary and maintain and update the courses listed on Appendix C.

Task 3 - Instructional Design

Scope of the Task
The contractor shall provide personnel to design, develop or redesign training courses, course materials, and support media for resident, field and independent study programs. The contractor may be required to develop and revise correspondence study, computer based, video based and other, distance learning courses and support media. This task includes the requirements described below:

Instructional Design
Performance requires instructional design, development, maintenance, and research of training courses, course materials and support media for resident, field and distance learning programs to execute the CMEL Operational Schedule and Tasking using the Instructional Systems Design (ISD) model and FAA Standard 028-C. Personnel may be required to develop and oversee instructor course content development/maintenance. Training program design may incorporate various approaches such as experiential, competency-based instruction, behavior modeling, action learning, and other state-of-the art instructional technologies. Duties may include, but need not be limited to, developing training proposals, conducting job task and/or needs analyses, maintaining course development templates, benchmarking, finding effective assessments and conducting instructional analysis and evaluation of various types of course materials. Duties shall include coordination with editors and publications. Instructional Design personnel will be required to provide completed course materials which may include course design guides, instructor notes, handouts, course book items, video script treatments and support media. All new designs require FAA COTR approval before proceeding to development of course activities and materials. The contractor will meet timeframes specified in task responses and/or project management plans, which are approved by the FAA.

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APPENDIX B

Contract Support Position Descriptions

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Section 1. General

General Requirement – All Labor Categories:
Regardless of labor category, all personnel employed in support of this contract shall be expected to be familiar with the operation of personal computers, standard operating systems equivalent to that used by the FAA, and with standard application software equivalent to that utilized in their proposed position.

Section 2. Instructor Positions

Instructor

Teaches courses in one or more subjects in commercial, government, industrial or service establishments. Delivers instructional program in accordance with training or other course requirements and arranging assembly materials to be presented. Instruct students in the theoretical and practical aspects covering the subjects being taught. Utilizes such teaching methods as individual coaching, group discussions, lectures, demonstrations, skill practices, seminars, teambuilding, development and implementation of formal assessment center exercises and workshops. Selects, develops, or revises teaching aids such as wall charts, prepared notes, tape recordings, radio, television, films, web casts, training handbooks, and course documentation. Supervises practical work carried out by students, and assists them at points of difficulty. Coaches as necessary both for classroom and distance learning programs. Test students to evaluate their learning progress and to evaluate effectiveness of instruction. Compiles assessment reports regarding each student. May arrange action learning projects or other application exercises or pre- and post-course work to reinforce instruction. Coordinates with speakers approved by the FAA to facilitate speakers' interactions with classes.

Instructor: Qualifications

1. Masters Degree or more in relevant field
2. Three (3) years or more experience as a manager
3. Demonstrated expertise as a teacher of adult learners using competency-based, learner and-content-centered, interactive methods.
4. Demonstrated commitment to continuing education

Waiver of Instructor Qualifications:

Candidates for instructor positions, regardless of their area of specialty, may be considered qualified for their proposed position if they have held an instructional position, equivalent to the position for which they are being proposed, within the two (2) years preceding their appointment under this contract. The equivalent instructional position must have been held for a minimum of one year. Determinations as to the equivalency of previously held instructor positions shall be made by the CO as part of the FAA's review of the candidate's qualifications Unique experience, professional reputation, publications or similar credentials may be accepted in lieu of the minimum education and experience required for each position.

Instructional Designer

These individuals compile research to provide knowledge of state-of-the-art training data through internal and external contacts in best practices throughout the world as well as to develop new knowledge bearing on educational processes. Serve as subject matter experts to team leaders and course managers on Agency-wide initiatives, which have a direct impact on the FAA training mission. Plan/lead development of instructional programs, including objectives and task analysis development. Ensure researched information is utilized by instructional staff correctly and provide learner-centered interpretations when required. Develop/teach/coordinate implementation of guidelines for formative and summative evaluation of new training materials during development to determine the need for revision. Duties may include, but are not limited to, evaluating and collecting research data for CMEL, conducting briefings and presentations on research material, preparing course control documentation, developing courses, reviewing tests and other measurement instruments and conducting instructional analysis and evaluation of various types of course materials and research data. Duties may also include oversight and delivery of new courses that are developed and coordination with Publications in completing the course materials.

Instructional Designer: Qualifications
Candidates for these positions shall have, as a minimum, a Master's degree or higher in instructional systems design, or an equivalent degree field, from an accredited college or university and 3 years work experience in the knowledge/skill in applying research principles and methods, as well as a broad and thorough knowledge of one or more scientific fields or interdisciplinary areas related to the education research work being performed. Unique experience, professional reputation, publications or similar credentials may be accepted in lieu of the minimum education and experience required for each position.

Section 3. Management/Supervisory Positions

Project Manager / Alternate Project Manager
These are the individuals responsible for overseeing and directing the activities of all contract personnel providing support under this contract. Candidates for these instructor positions shall have a minimum of a Master's degree in Business Administration, Public Administration, Education, or other area of study comparably relevant to the management of this effort, from an accredited college or university. In addition candidates shall have at least 5 years experience in the management and administration of efforts of scope and complexity comparable to that anticipated under this contract. Preference may be given to candidates who have specialized experience according to the following priority:
1. Management of a management training organization
2. Management of a technical training organization
3. Management of other service delivery organizations

Project Manager / Alternate Project Manager: Qualifications
A demonstrated ability to deal with members of management, sub-contractors, and various vendors is considered essential. The FAA also considers it essential that the contractor's on-site project manager(s) have full authority to manage the day-to-day contractor operations and the authority to represent the contractor in dealings with the Contracting Officer.

Section 4. Other Positions

Registrar (Administrative Assistant II)

Performs enrollments, disenrollments, withdrawals and other status changes in the Human Resource Information System, currently e-LMS. Monitors eligibility of enrollees and takes corrective action. Registrar will provide training histories, provide notification of enrollment shortfalls, course additions, course deletions, and changes to course and will assist students in any of these processes. Serves as POC for customer's training administrators. May also perform related clerical duties, instructor and management assistance.

Registrar: Qualifications

Shall have a minimum of an Associates degree, knowledge of one or more learning management systems. Have strong interpersonal skills, telephone skills, detail oriented and ability to multi-task. Experienced with MicroSoft Word and EXCEL.

Desktop Publisher/Editor

These individuals provide non-technical graphics development assistance in the preparation of instructional lessons, and perform non-technical clerical, typing and editing duties associated with the preparation of instructional lessons, and other related instructional material developed for the FAA's training program. Requires knowledge of a broad range of specialized or technical information, and the skill to analyze and present the information gathered. Duties may include, but need not be limited to, typing memoranda, letters, scripts, lesson plans, reports, and various types of training materials, as well as training publications and course control documentation, with duties frequently involving extensive use of macros and imbedded graphics. Duties may also include developing computer graphics, conceptualizing computer graphics and creating designs with minimal instruction, incorporating graphics into training materials and other documents utilizing desktop publishing concepts and methods, and maintaining a graphics library of completed designs. These individuals are involved in inputting, modifying, and exporting graphics, as well as transferring, merging and adjusting designs as needed. Duties may also include the editing of material for objectivity, writing style, manner of presentation and format, but will involve only minor changes made after consultation with author, and using extreme care not to alter meaning or intent of the material. It also requires knowledge of related information previously released by the organization and knowledge of publishing concepts, practices standards and technologies for media used. The editor plans, initiates and adjusts the scope of the projects to achieve overall objectives.

Desktop Publisher/Editor: Qualifications

Candidates for these positions shall have a high school diploma or equivalent, and twelve semester hours of college level work, or the equivalent, in graphic art, graphic design, computer-aided design (CAD) language arts, or a related subject. Candidates shall also have at least 1 year of experience in a comparable position using at least one graphics software package or CAD system. Candidates shall also demonstrate

minimum keyboard speed (i.e. 60 wpm at 90% accuracy), proficiency with word-processing software equivalent to that used in Instructional Systems Design (ISD) activities under this contract, and an ability to develop computer graphics and merge the developed artwork into word processing documents utilizing desktop publishing concepts and methods.

Assistant Editor

Uses knowledge of varied and advanced functions of one software type, knowledge of varied functions of different types of software, or knowledge of specialized or technical terminology to perform such typical duties as:

> Editing and reformatting written or electronic drafts. Examples include: Correcting function codes; adjusting spacing and formatting; and standardizing headings, margins, and indentations and

Work requires familiarity with office terminology and practices; incumbent corrects copy and questions originator of document concerning missing information, improper formatting, or discrepancies in instructions.

Assistant Editor: Qualifications

Candidates for this position shall have a high school diploma or equivalent and at least one (1) year experience in a comparable position.

Network Administrator/Computer Specialist

Administers, evaluates, installs, maintains and provides overall support for LANs and WANs. Designs, tests, and implements interface programs, develops security procedures, and regulates usage. Performs planning, cost analysis and all aspects of large-scale projects. Designs, tests, and implements large scale LAN and WAN networks applications and troubleshoots problem areas. Coordinates network policy, procedures, and standards. Assists training of users. Applies knowledge of computer science principles, information management principles, data processing functions, ADP hardware and software systems structures and operations, and computer programming languages and techniques to solve automation problems.

Applies scientific, engineering or business objectives by writing, modifying, or adapting computer programs in machine level, assembly, and third or fourth generation programming languages. Interfaces with and uses minicomputer and mainframe computer systems in addressing project objectives. Uses standard or conventional approaches to define, plan, organize, design, develop, modify, test and integrate database or data processing systems, computer hardware systems, and simulation models. Assists in formulating architectural design, functional specification, interfaces and documentation of hardware or software systems. Uses detailed specifications and adapt standardized techniques, methods, criteria and precedents to develop or modify portions of a system or program. Responsible for segments or phases of broader, more complex projects.

Network Administrator/Computer Specialist: Qualifications

A Bachelors degree in Computer Science, Information Systems, Mathematics, Operations Research, Statistics, Engineering, or a related field from an accredited college or university and four (4) recent years of experience performing the foregoing

functions, or a High School diploma and eight (8) recent years of experience performing the foregoing functions. Additional Security Clearances may be required.

Computer Applications/Computer Specialist

Applies knowledge of computer science principles, information management principles, automated data processing (ADP) functions, hardware and software systems structures and operations, and computer programming languages and techniques to solve automation problems, and software applications products to produce technical or management information products. Uses standard database, spreadsheet, or document-producing software applications programs on microcomputer, minicomputer, or mainframe computer systems. Designs and formats databases and input screens. Searches, queries, or compiles data, creating reports or other documents to meet user requirements. Writes and debugs flow charts, code, programs, or routines in fourth generation languages. Maintains and manages databases, files, and back-ups. Operates computer terminals printers, plotters, and other peripheral hardware, entering commands and data required to control their operation. Prepares software change requests and trouble reports. Prepares user manuals, advises, and/or trains users on new software system operations. Applies scientific, engineering or business objectives by writing, modifying, or adapting computer programs in machine level, assembly, and third or fourth generation programming languages. Interfaces with and uses minicomputer and mainframe computer systems in addressing project objectives. Uses standard or conventional approaches to define, plan, organize, design, develop, modify, test and integrate database or data processing systems, computer hardware systems, and simulation models. Assists in formulating architectural design, functional specification, interfaces and documentation of hardware or software systems. Uses detailed specifications and adapt standardized techniques, methods, criteria and precedents to develop or modify portions of a system or program. Responsible for segments or phases of broader, more complex projects.

Computer Applications /Computer Specialist: Qualifications
A Bachelors degree in Computer Science, Information Systems, Mathematics, Operations Research, Statistics, Engineering, or a related field from an accredited college or university and four (4) recent years of experience performing the foregoing functions, or a High School diploma and eight (8) recent years of experience performing the foregoing functions.

Evaluation Analyst

Performs qualitative and quantitative analyses to measure the overall effectiveness and efficiency of CMEL's training products and services. Uses systemic training evaluation processes for initiating, designing and implementing the evaluations. Analyzes findings using various statistical tools and presents results in written reports and briefings. Uses statistical tools for comparative analysis of the effectiveness of various training methodologies. Conducts needs assessments based on input from customers and various evaluation tools. Recommends courses of action based on findings. Maintains currency in state-of-the-art evaluation analysis methods to ensure the continuous improvement of the evaluation program.

Evaluation Analyst: Qualifications

Master's Degree in an Education related field and a minimum of one-year experience in the area of program evaluation.

Evaluation Data Entry

Clerical work that is routine and repetitive. Under close supervision or following specific procedures or detailed instructions, works from various standardized source documents which have been coded and require little or no selecting, coding or interpreting of data to be entered. Refers problems to supervisor problems arising from erroneous items, codes, or missing information.

Evaluation Data Entry: Qualifications

Candidates for this position shall have a high school diploma or equivalent and at least one (1) year experience in comparable position.

Library Technician

Maintains library collections of books, serial publications, documents, audiovisual and other materials and assists groups and individuals in locating and obtaining materials. Furnishes information on library activities, facilities, rules and services. Explains and assists users of reference sources, such as card or book catalog or book and periodical indexes to located information and web based resources. Issues and receives materials for circulation or use in library. Assembles and arranges displays of books and other library materials. Maintains reference and circulation materials. Answers correspondence on special reference subjects. May compile list of library materials according to subjects or interests. May select, order, catalog and classify materials. Arranges inter-library loans/previews. Oversees copyright compliance. Supports uniform citation/documentation/referencing format. Plans audiovisual programs and previews and administers library of film and other audiovisual materials. Assists patrons in selection of materials, utilizing knowledge of collections. Advises other library personnel on audiovisual materials and appropriate selection for particular needs and uses. Establishes and maintains contact with film distributors and other resources for procurement of tapes and cassettes. Coordinates with instructors and course designers. Evaluates materials, considering their technical, informational, and aesthetic qualities, and selects materials for library collections. Prepares summaries of acquisitions for catalog. Prepares and arranges audiovisual programs for presentation to groups.

Library Technician: Qualifications

a. Attention to accuracy and detail
b. Computer literate – working knowledge of Windows 200 or Windows XP and office automation software
c. Planning and organizational skills
d. Communication skills sufficient to deal with a variety of library users, including international visitors and FAA officials
e. Interpersonal skills
f. Typing skills (at least 25 words per minute)
g. Analytical skills
h. Skilled in interlibrary loan and professional networking
i. Work independently with little supervision

j. Experience working as a professional library cataloger with Online Computer Library Center cataloging system or graduate coursework in comparable library cataloging

k. Experience using the Internet

Purchasing Agent

Prepare requests for the acquisition of supplies and services to meet the needs of CMEL. These needs include common supplies available off-the-shelf, items that are manufactured to order and specialized services. Suppliers may be local or local retailer, distributors, wholesalers, GSA or manufacturers. The purchasing agent will create the purchase requisitions for FAA acquisition approval and processing and will assist in placing orders. They are expected to have sufficient knowledge of the market to advise requisitioners on products available, sources, prices and vendor reputation. The purchasing agent will track and report on all purchases.

Purchasing Agent: Qualifications

Candidates for this position shall have a high school diploma or equivalent and at least one (1) year experience in a comparable position.

Training Materials Clerk (General Clerk II)

Follows specific procedures in completing several clerical steps performed in sequence, such as coding and filing documents in an alphabetical file, posting to individual accounts, opening mail, running mail through metering machines, calculating and posting charges to departmental accounts with mail distribution and reproduction of documents. Little or no subject-matter knowledge is required, but the clerk needs to choose the proper procedure for each task.

These individuals assist a training materials coordinator in the completion of their tasked activities. Duties may include, but need not be limited to, maintaining an inventory of training support materials, preparing initial requests for printing and/or audiovisual production, serving as a focal point for training materials publication and distributions, performing non-technical clerical duties, and distributing, or assisting in the distribution of, training materials as required, which may involve distribution to FAA field facilities. Duties may also include onsite reproduction of low volumes of documents, which require quick turnaround to support CMEL training classroom, conferences, and briefings.

Training Materials Clerk: Qualifications

Candidates for these positions shall have a high school diploma or equivalent, and at least 1 year of experience in a comparable position. Candidates shall also demonstrate minimum keyboard speed, an ability to read and interpret materials such as diagrams and manuals, an ability to communicate orally and in writing, the ability to accurately perform basic mathematical operations and keep accurate records. Additionally, candidates should be physically fit, as the work of these individuals involves regular exposure to physically demanding tasks such as heavy lifting (up to 50 lb.), bending, and stooping.

Property Clerk (Store Worker II):

Follows a number of specific procedures in completing several repetitive clerical steps performed in a prescribed or slightly varied sequence, such as coding and filing documents in an extensive alphabetical file, simple posting to individual accounts,

opening mail, running mail through metering machines, calculating and posting charges to departmental accounts with mail distribution and reproduction of documents. Little or no subject-matter knowledge is required, but the clerk needs to choose the proper procedure for each task.

These individuals provide non-technical administrative support to the FAA, assisting with the tracking of physical property, materials and supplies in accordance with applicable law, regulations, and procedures. Duties may include, but need not be limited to, performing physical inventories of property in various locations assigned to CMEL, maintaining detailed property records of all property, material and supplies and providing reports to CMEL management and others, and preparing property-related government forms.

Property Clerk (Store Worker II): Qualifications
Candidates for these positions shall have a high school diploma or equivalent, and at least 2 year's experience in a comparable position. Candidates shall also demonstrate skill in spelling, minimum keyboard speed (i.e. 50 wpm at 90% accuracy), and an ability to communicate orally and in writing, and proficiency in reviewing technical material. Additionally, candidates should be reasonably fit, as the work of these individuals involves limited, occasional exposure to physically demanding tasks such as heavy lifting (up to 50 lb.), bending, and stooping.

Health & Wellness Specialist

Provides health education service and instruction for CMEL training to promote health and wellness. Provides health screening services and consultation including various measurements and health assessments, for overall physical fitness evaluation. Assessments include blood chemistry analysis, blood pressure, body fat, physical fitness and other health assessments where required. Distributes and researches information on health risks and healthy lifestyles. Promotes participation in activities, which contribute to individual health. Provides instruction and certification in Cardiovascular Pulmonary Resuscitation (CPR) and first-aid for CMEL staff. Coordinates the maintenance of the wellness facility and associated equipment.

Health & Wellness Specialist: Qualifications
Bachelor's Degree in a Health related field, Master's Degree preferred, and a minimum of one-year experience in the area of health and wellness program coordination. Professional certification (e.g. Certified Health Education Specialist or ACSM Health/Fitness Instructor) Certification to teach CPR.

APPENDIX C - WORKLOAD PROJECTIONS

COURSE #		COURSE NAME	MAX # STUDENTS	LENGTH DAYS	# RESIDENT DELIVERIES	# FIELD DELIVERIES	Comments
Category 1 Courses		Courses are content centered. Given mastery of knowledge areas, the instructors deliver highly predictable lessons. No prework or follow-on, no open ended assessment requiring extensive scoring.					
BIB**	1223	The FAA Budget in Brief	24	0.5			
BSC**	1284	Balanced Score Card	18	0.5			
CMM**	1244	Critical Examination of Mental Models	24	0.5			
CN**	1209	Combating Negativity	24	0.5			
COP**	1232	FAA Guidance on Conduct & Discipline	24	0.5			
EIC**	1248	Ethics: Impact and Challenges	24	0.5			
EQT*	1253	Effective Questioning: A Different Way to Communicate	18	0.5			
FSFMC	25716	Flight Standards Frontline Manager's Course	22	8	2	0	V, SW
FTEM**	1199	Facilitator Tools for Effective Meetings	18	0.5			
IBB**	1193	Basic Principles of Interest-Based Bargaining	24	0.5			
IMP**	1245	Implications Charting: Analyzing Systemic Problems	24	0.5			
INS**	1239	Influencing Skills	24	0.5			
IPM**	1252	Introduction to the Project Management Process	18	0.5			
ISS**	1247	Intro to Staff Studies	24	1		V	
IWP**	1227	Improving Work Processes	16	0.5			
LMR-UA**	1229	Labor Management Relations: Understanding the Answers	24	0.5			
MBTI**	1195	Introduction to Myers Briggs Type Indicator	30	0.5			
MOPW	1269	Measuring Organizational Performance-Workshop	24	2.5	1	1	
MOTC**	1246	Managing Others Through Change	24	0.5			
MYTC**	1198	Managing Yourself Through Change	24	0.5			

	COURSE #	COURSE NAME	MAX # STUDENTS	LENGTH DAYS	# RESIDENT DELIVERIES	# FIELD DELIVERIES	Comments
NTF**	1228	Strategic Planning: Navigating Toward the Future	20	0.5			
PBI	1271	Performance Planning & Budget Integration	20	3	2	0	
PS	1281	Problem Solving Process (ANI)	12	1			V
SSF	1259	Staff Study Fundamentals	14	3	2	3	V
STRESS**	1194	Taking Responsibility for Your Own Stress	20	0.5			
WPV**	1256	Workplace Violence: What Everyone Should Know	24	0.5			
WSTE**	1282	Working Styles & Team Effectiveness (True Colors)	50	0.5			

Category 2 Courses

Courses are learner centered with processing of student generated issues and concerns, however lessons still are predictable and course does not have workload outside of class meeting times.

	COURSE #	COURSE NAME	MAX # STUDENTS	LENGTH DAYS	# RESIDENT DELIVERIES	# FIELD DELIVERIES	Comments
AMT	10002	Advanced Managers Training for International Participants	16	10	2	0	
BST	10001	Basic Supervisory Training for International Participants	16	7	1	0	
CCM	1318	Constructive Conflict Management	15	1.5	1	8	
ECS	1186	Effective Communication Skills	20	2	2	1	V
FTC	1523	Facilitator Training Course	18	4.5	3	4	V
LEADER		LEADER for NAVAIR JAX	24	4	1	1	
Leadership NSE		Leadership for Non-Supervisory Employees	24	4	1	1	
LEADS		LEADS for NAVAIR JAX	20	4.5	1	1	
LMR	1205	Labor Management Relations (also 3 PATS)	24 Res 12/24 Fld	4.5	13	15	W
MC	1306	Managing Change	18	3	9	5	V
MCM	1299	Managerial Coaching & Mentoring	20	3	12	1	
MMC	1291	Middle Managers Course	20	5	7	0	
MOP	1254	Measuring Organizational Performance	20	4	4	3	
NE	1285	Negotiating Effectively	16	3	2	1	V
OJT	25702	On The Job Training	14	3	8	1	V, SW
RSI	25708	Remote Site Inspectors	20	4	1	1	V, SW
SYT	1277	Systems Thinking	18	4	20	5	V, SW, W

	COURSE #	COURSE NAME	MAX # STUDENTS	LENGTH DAYS	# RESIDENT DELIVERIES	# FIELD DELIVERIES	Comments
Category 3 Courses		**Courses and learner and process centered, there are complex assessments and/or highly demanding student interactions inside and outside of regular classroom sessions.**					
FMC-2	1288	Frontline Managers Course–Phase 2: *Managing for Results*	20	9	18	0	
FMC-3	1292	Frontline Managers Course–Phase 3: *Managing for High Performance*	18	5	28	0	
I3	1249	Influence, Inquiry and Implications	18	6.5	8	1	W
LDP-II TSA	211	Leadership Development Program Phase 2	24	4.5	3	3	
SP	1275	Strategic Planning	18	4.5	16	1	SW, Th, W
TW*	1217	Team Workshop	18	3	8	8	V
TOTAL					**176**	**65**	

COURSE #	COURSE NAME	MAX # STUDENTS	LENGTH DAYS	# RESIDENT DELIVERIES	# FIELD DELIVERIES	Comments
Category 4	Facilitation support for conferences and meetings					
CONFERENCE SUPPORT						
	Conference Support	25	3/12 day on average	60	0	V, SW (some)

DESIGN & DEVELOPMENT

2-4 New Course Developments with average of 4 day course

KEY:

V = VIDEO EQUIPMENT USED

SW = SOFTWARE USED

TH = CO-LAB USE ON THURSDAY

W = WELLNESS

NOTE: * Team Workshop (TW-1217) are customized workshops designed to facilitate a team initiative

NOTE: ** Symposium Sessions are modules taken from exisiting curriculm. An estimated 16 are
offered per year and require some update prior to delivery